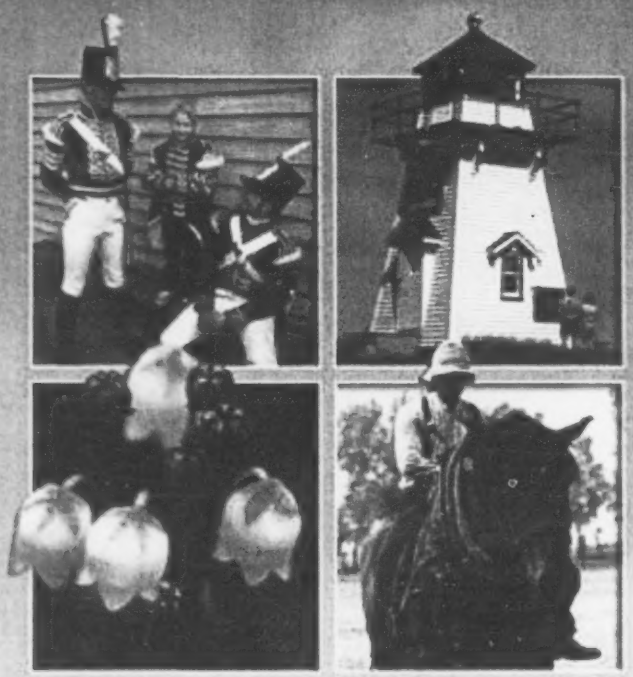
PARKS CANADA AGENCY

2008-2009 ESTIMATES

A Report on Plans and Priorities



Parks Canada Parcs Canada

Canada

THE PARKS CANADA CHARTER

OUR MANDATE

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.

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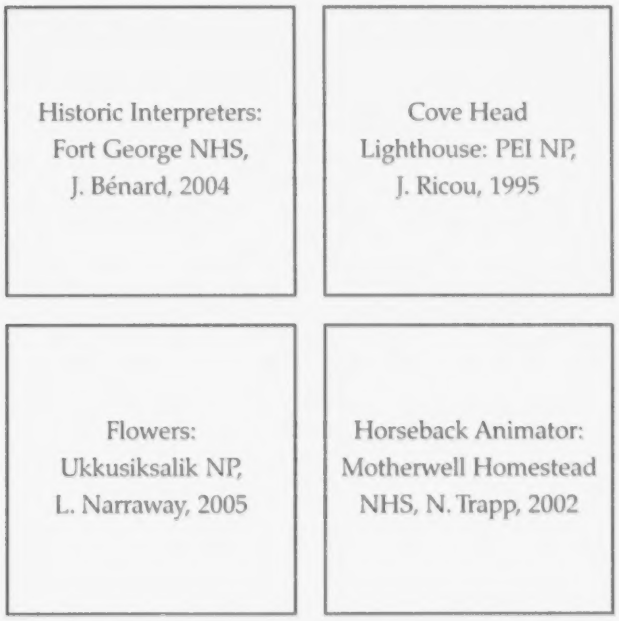

Historic Interpreters: Fort George NHS, J. Bénard, 2004

Cove Head Lighthouse: PEI NP, J. Ricou, 1995

Flowers: Ukkusiksalik NP, L. Narraway, 2005

Horseback Animator: Motherwell Homestead NHS, N. Trapp, 2002

Bottom Landscape

Snowy Mountain, Mount Revelstoke National Park of Canada (Parks Canada)
Lake and mountains (Parks Canada)
Motherwell Homestead National Historic Site of Canada (Parks Canada)
Fortress of Louisbourg National Historic Site of Canada (Parks Canada)
Château Frontenac National Historic Site of Canada (P. St.-Jacques, 1994)
Fall foliage (Parks Canada, Michael Wood, 1997)
Waves (Parks Canada, André Cornellier, 1991)

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the Chief Executive Officer of Parks Canada, 2008

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MINISTER'S MESSAGE

John Baird, P.C., M.P.
Minister of the Environment and Minister Responsible for Parks Canada

Our country is filled with natural treasures from coast to coast to coast. As Canada's Environment Minister and Minister Responsible for Parks Canada, I am constantly reminded on a daily basis of the special responsibility I share with the hundreds of hard-working Parks Canada employees who help ensure our natural treasures are protected.

Last year, Canadians celebrated the 200th anniversary of David Thompson's first crossing of the majestic Rocky Mountains, the 175th anniversary of the Rideau Canal, the 150th anniversary of Ottawa's designation as the capital of Canada and Jasper National Park's 100th anniversary.

This year we celebrate together the 400th anniversary of the establishment of Quebec City, an important event in our shared history.

These events highlight that Canada has a long and proud history of exploration and development, where many have come from around the world to build this great country of ours. These events also highlight that Canada has the oldest parks service in the world.

From coast to coast to coast, in the historic district of Old-Québec, in Atlantic Canada, in the northernmost regions, in the Canadian Rockies as well as in the Prairies, Parks Canada is directly responsible for 42 national parks, three national marine conservation areas and 157 national historic sites, and encourages and supports the owners of more than 900 historic sites. It oversees a total portfolio of assets worth more than $10 billion, and hosts to over 21 million visits a year.

With this Canada-wide family of special places, Parks Canada offers Canadians a myriad of opportunities to discover, enjoy and learn about Canada's natural wonders and about the places, persons and events that left their mark on our country's landscape, architecture, culture, economy, population and lifestyle.

I can assure Canadians that Parks Canada offers all of these exceptional experiences in a way that ensures the ecological integrity of the national parks and the commemorative integrity of our national historic sites. We must take care of our priceless natural and cultural assets, and this Corporate Plan spells out how the Government of Canada will do so.

In the recent months, I was proud to announce on behalf of Canada's government key investments geared at preserving more of our country's special places, including the establishment of Lake Superior National Marine Conservation Area, the land withdrawal near East Arm Great Slave Lake, the expansion of Nahanni National Park, and a landmark agreement to work towards permanently protecting and cooperatively managing Sahoyúé - Ṣehdacho National Historic Site of Canada.

These initiatives demonstrate our Government's commitment to conservation. I know that Parks Canada's team of hard-working, dedicated and highly skilled professionals will further protect and enhance a large, complex and extremely valuable nation-wide system of national treasures, on behalf of all Canadians.

In 2008, rapidly changing demographics, world climate, tourism trends and environmental issues challenge Parks Canada to develop and implement

strategies to ensure sustainable tourism, take action to ensure the commemorative and ecological integrity of sites and reach out and be relevant to a more diverse audience.

In order to meet these challenges, Parks Canada works hand in hand with Aboriginal, government, community and business partners. Together, we honour and safeguard the natural and cultural features that have defined our country's destiny and forged our Canadian identity and we ensure their preservation for the benefit of future generations.

For more than a century, Canadians have been protecting their heritage. Our government is proud to generate and foster an even stronger culture of conservation and heritage preservation. In that spirit, the Parks Canada Agency continues working towards making the *oldest* park service in the world the *best* park service in the world.

John Baird, P.C., M.P.
Minister of the Environment and Minister Responsible for Parks Canada

Management Representation Statement

I submit for tabling in Parliament, the 2008-2009 Report on Plans and Priorities for the Parks Canada Agency.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2008-2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements of the Treasury Board Secretariat;
- It is based on the Agency's Strategic Outcome and Program Activity Architecture that were approved by Treasury Board;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to Parks Canada; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Alan Latourelle
Chief Executive Officer
Parks Canada

Message from the Chief Executive Officer

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

The Government of Canada, through Parks Canada, is leading the way in our communities in the protection of natural and cultural heritage places and the facilitation of memorable experiences and learning opportunities. The Agency's work is also recognized nationally and internationally, as demonstrated recently by a series of prestigious awards highlighting excellence in the ranks of the Parks Canada Agency.

In November 2007, the Parks Canada Agency received the Tourism Industry Association of Canada's (TIAC) Business of the Year Award, an award given to the business whose significant contribution to the tourism industry is reflected in the energy, commitment to service, and vision that is evident in its operations. The Canadian Tourism Commission also honoured the Agency when it unveiled the winners of the 2006 Awards of Excellence from Interpretation Canada, where Parks Canada interpreters made a clean sweep in the Personal Interpretation category, winning gold, silver and bronze. The Agency also accepted the 2007 World Travel Market Global Award in the North American region, which was awarded to Jasper National Park of Canada in December of last year.

The Parks Canada team is hard at work in all regions of the country creating favourable conditions in which Canadians and international visitors can fully enjoy Canada's protected heritage places and create lasting personal memories. The Parks Canada team offers excellent services for which it earns a visitor satisfaction rate of almost 90%, year after year. The satisfaction of our visitors is a testament to the excellent work of the enterprising team of Parks Canada employees. Through the years, Parks Canada has established high quality service standards, remarkable education tools, programs and conservation expertise, and the Agency is set to maintain this tradition of service to Canadians.

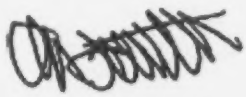
The character of our national parks, national historic sites and national marine conservation areas is unique. These are places where our heritage speaks to us with a grandeur, eloquence and authenticity that can't help but move us. Every year, the Parks Canada family of special places receives more than 21 million visits. To the visitors, the parks, historic sites and marine conservation areas become classrooms where they learn about the natural and cultural heritage of Canada.

But not all Canadians are able to come and visit the sites; therefore we are developing various approaches to reach out to aging Canadians, urban communities, and new Canadians through, for example, discovery centres and new technologies. Social science information supports these new ways of providing services to Canadians, including all our interactions with audiences, clients, partners and stakeholders.

It is in this spirit that the team of committed employees at Parks Canada works hand in hand with government, Aboriginal, community and other partners to expand the network of national parks, historic sites and marine conservation areas and implement strategies for sustainable tourism, principles for ensuring the commemorative and ecological integrity of sites, and awareness programs. I am proud to present this plan, which outlines how we intend to do so.

The work before Parks Canada and our partners is significant and of great importance to Canada and the world. As Canadians, we have an opportunity to protect representative areas of our great country. However, we need to act in the next decade, as this opportunity may be lost forever. We owe it to our great-grandchildren to demonstrate leadership and to protect the natural and cultural heritage of our country so that it is also available for them to discover and experience.

As we approach our 2011 centennial celebration of being the first organization in the world specifically charged with responsibilities to manage, protect and present national parks, Parks Canada continues to work towards enhancing the connections between Canadians, their land and their stories.



Alan Latourelle
Chief Executive Officer
Parks Canada

Section I:

PARKS CANADA AGENCY OVERVIEW

Raison D'être and Responsibilities

The mandate of the Parks Canada Agency is presented in the Parks Canada Agency Act:

> On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

Parks Canada, which was established as a separate Government of Canada Agency in 1998, derives its mandate from several pieces of legislation:

- the *Parks Canada Agency Act;*
- the *Canada National Parks Act;*
- the *Canada National Marine Conservation Areas Act;*
- the *Historic Sites and Monuments Act;* and
- the *Species at Risk Act.*

Parks Canada's Chief Executive Officer reports directly to the Minister of the Environment.

Key Responsibilities

Parks Canada manages national parks, national marine conservation areas and national historic sites on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians while ensuring that they remain unimpaired for present and future generations.

National parks and national marine conservation areas are representative examples of Canada's terrestrial and marine regions. They offer to Canadians a variety of recreational activities and learning experiences as well as a unique opportunity to personally connect with their land. Each national historic site tells its own story and contributes to our understanding of Canada as a whole. They are special places where visitors can learn about the men and women who contributed to shaping Canada as we know it today and where they can experience Canada's history.

There are more than 21 million visits annually to the heritage places administered by Parks Canada. The Agency supports 38,000 direct jobs for Canadians, in more than 460 communities.

Other Responsibilities

In addition to managing over 150 national historic sites, Parks Canada provides support for the protection of the commemorative integrity of national historic sites owned and managed by third parties.

Parks Canada directs or coordinates activities that conserve other specific aspects of Canada's heritage places:

- Federal Heritage Buildings;
- Heritage Railway Stations;
- Canadian Heritage Rivers System;
- Federal Archeology; and
- Grave Sites of Canadian Prime Ministers.

Parks Canada also has the legislative mandate to design and implement programs that relate primarily to built heritage. As such, it has the lead role for developing policy and implementing the Historic Places Initiative; a significant collaborative effort developed in conjunction with provinces and territories related to the nation's built heritage and its conservation.

Parks Canada also contributes to international heritage conservation through its leadership and participation in international conventions, programs, agencies and agreements. Notably, Parks Canada represents the Government of Canada on the World Heritage Committee and is responsible for the hosting of the World Heritage Committee meeting in Quebec City in 2008.

Parks Canada's long-term goal is to establish at least one national park and one national marine conservation area in each of Canada's terrestrial and marine regions. The system of national parks, presented in Figure 1, represents Canada's terrestrial regions. As of March 31, 2007, there are 42 national parks representing 28 of Canada's 39 terrestrial regions making the system over 70% complete.

The system of national marine conservation areas, as shown in Figure 2, represents Canada's marine regions spanning its three oceans and the Great Lakes. This system is in the early development stages. Including the recently established Lake Superior National Marine Conservation Area, three of Canada's 29 marine regions are represented making the system 10% complete.

The system of national historic sites represents places, persons and events of national historic significance. As of March 31, 2007, Canada's system of national historic sites includes 925 places of national historic significance. Of these, 157 are administered directly by Parks Canada as displayed in Figure 3. The system also includes 597 national historic persons and 375 national historic events.

For further information visit our website www.pc.gc.ca

Figure 1: The System of National Parks of Canada

Figure 2: The System of National Marine Conservation Areas of Canada

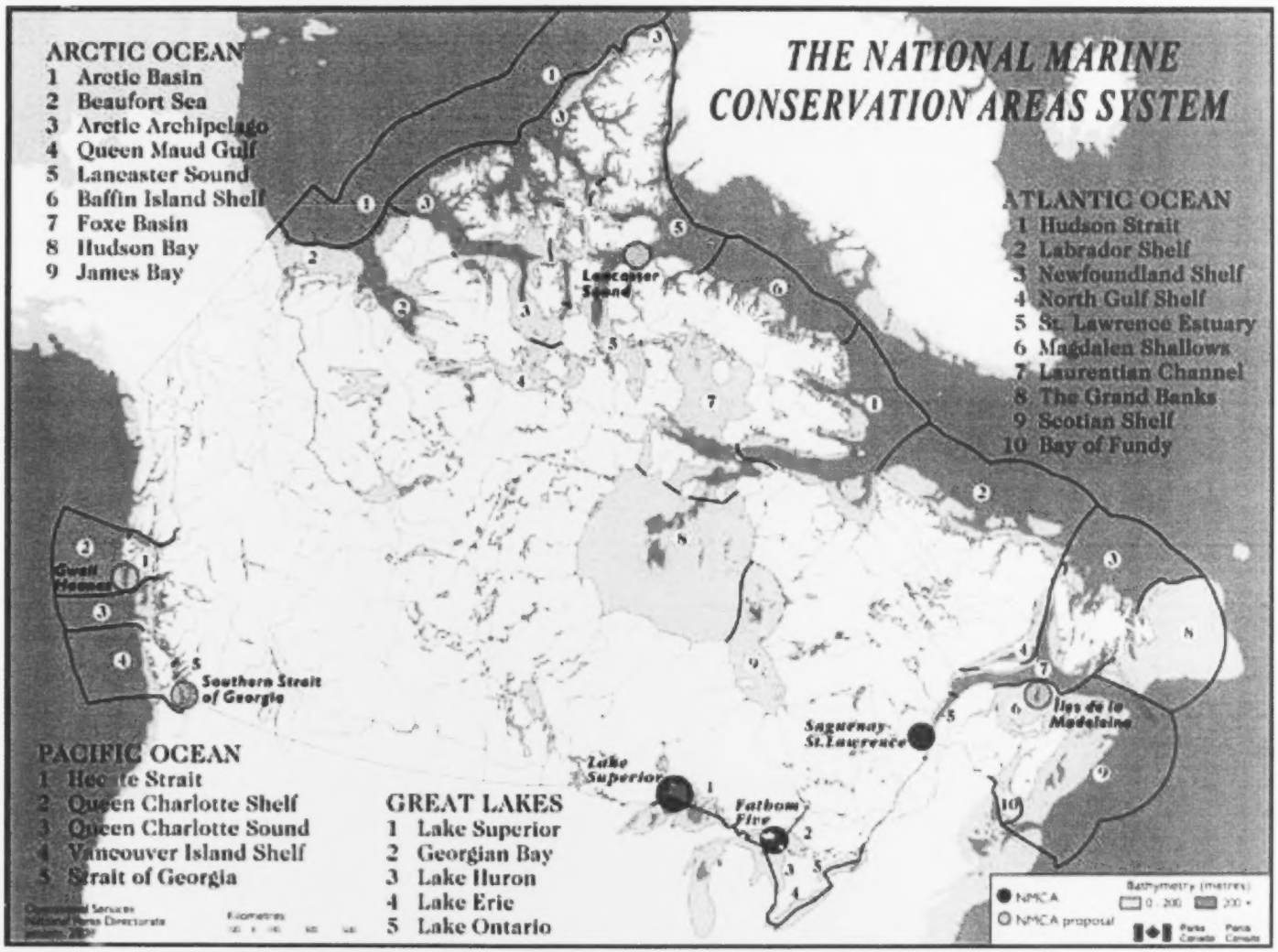


Figure 3: National Historic Sites of Canada administered by Parks Canada

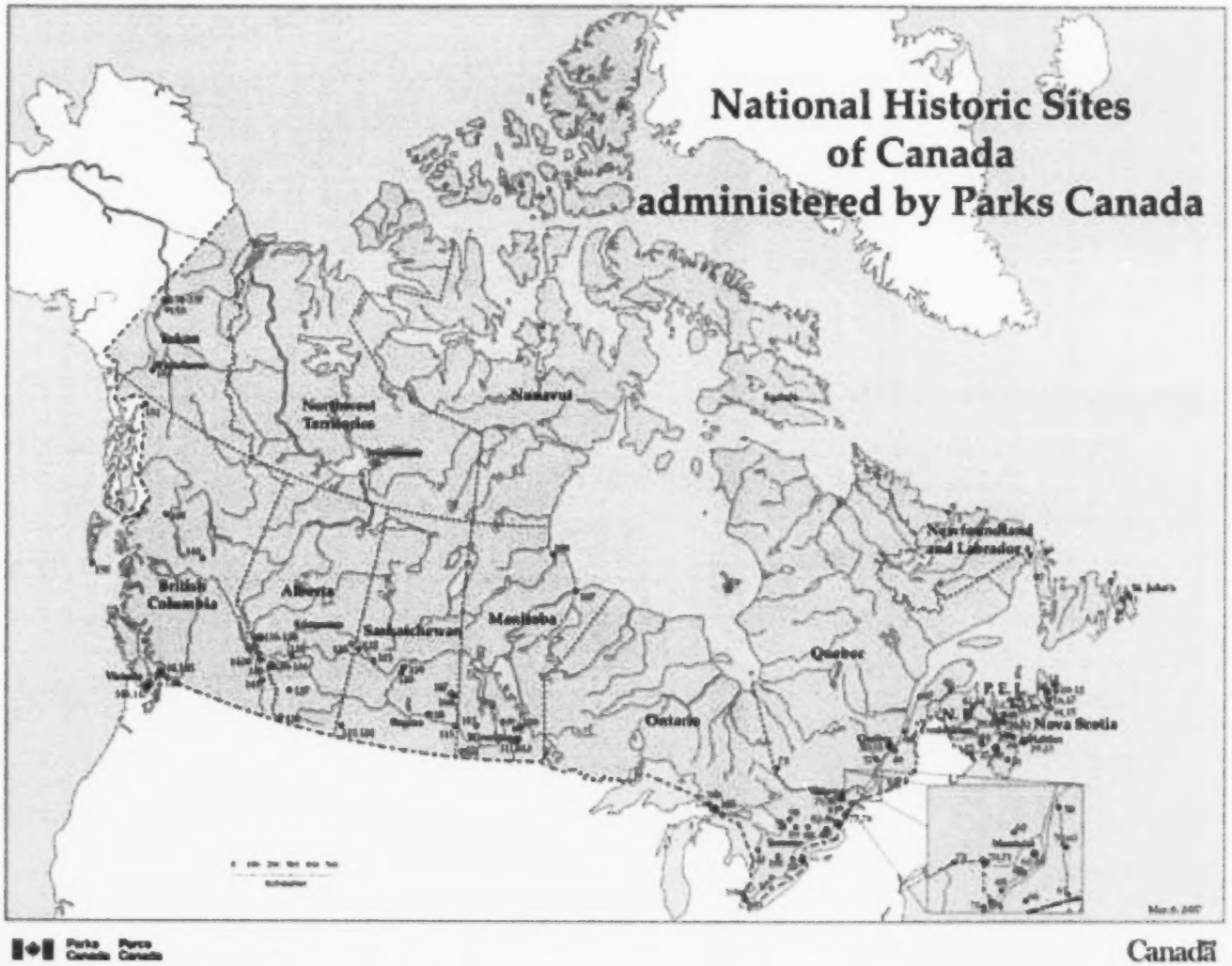


Figure 3: National Historic Sites of Canada administered by Parks Canada *(cont'd)*

National Historic Sites of Canada administered by Parks Canada

Newfoundland and Labrador

1. Cape Spear
2. Signal Hill
3. Hawthorne Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Dependable Mummers

Nova Scotia

10. Fortress of Louisbourg
11. Wolfe's Landing
12. Royal Battery
13. Marconi
14. Citadel Hill
15. Canso Islands
16. St. Peters Canal
17. St. Peters
18. Alexander Graham Bell
19. Fort McNab
20. Georges Island
21. Halifax Citadel
22. Prince of Wales Tower
23. York Redoubt
24. Fort Edward
25. Grand-Pré
26. Kejimkujik
27. Fort Anne
28. Scots Fort
29. Port-Royal
30. Melanson Settlement
31. Fort Lawrence
32. Beaubassin

Prince Edward Island

33. Port-la-Joye - Fort Amherst
34. Ardgowan
35. Province House
36. Dalvay-by-the-Sea
37. L.M. Montgomery's Cavendish

New Brunswick

38. Fort Gaspareaux
39. Fort Beauséjour - Fort Cumberland
40. La Coupe Dry Dock
41. Monument-Lefebvre
42. Bonaparte
43. Beaubears Island Shipbuilding
44. Carleton Martello Tower
45. St. Andrews Blockhouse

Quebec

46. Battle of the Restigouche
47. Pointe-au-Pere Lighthouse
48. Grosse Île and the Irish Monument
49. Lévis Forts
50. Saint-Louis Forts and Chateaux
51. Carillon Barracks

Quebec *continued*

52. Fortifications of Quebec
53. Maillou House
54. Quebec Garrison Club
55. Montmorency Park
56. Louis S. St. Laurent
57. Forges du Saint-Maurice
58. Saint-Ours Canal
59. Chambly Canal
60. Fort Chambly
61. Fort Lennox
62. The Fur Trade at Lachine
63. Lachine Canal
64. Louis-Joseph Papineau
65. Sir George-Étienne Cartier
66. Battle of the Châteauguay
67. Sainte-Anne-de-Bellevue Canal
68. Sir Wilfrid Laurier
69. Coteau-du-Lac
70. Carillon Barracks
71. Carillon Canal
72. Manoir Papineau
73. Fort Témiscamingue

Ontario

74. Glengarry Cairn
75. Sir John Johnson House
76. Inverarden House
77. Battle of the Windmill
78. Fort Wellington
79. Laurier House
80. Rideau Canal
81. Merrickville Blockhouse
82. Bellevue House
83. Mowat Tower
84. Kingston Fortifications
85. Shoal Tower
86. Fort Henry
87. Trent-Severn Waterway
88. Peterborough Lift Lock
89. Mnjikaning Fish Weirs
90. HMCS *Haida*
91. Stacy Island
92. Queenston Heights
93. Butler's Barracks
94. Fort George
95. Fort Mississauga
96. Mississauga Point Lighthouse
97. Battlefield of Fort George
98. Bethune Memorial House
99. Sainte-Lucie Mission
100. Wreckside
101. Southwold Earthworks
102. Point Clark Lighthouse
103. Fort Malden
104. Bois Blanc Island Lighthouse and Blockhouse
105. Fort St. Joseph
106. Sault Ste. Marie Canal

Manitoba

107. York Factory
108. Prince of Wales Fort
109. Lower Fort Garry
110. St. Andrew's Rectory
111. The Forks
112. Red House
113. Riding Mountain Park East Gate Registration Complex
114. Lower Mounds

Saskatchewan

115. Fort Esperance
116. Fort Pelly
117. Fort Livingstone
118. Motherwell Homestead
119. Batoche
120. Battle of Fish Creek
121. Fort Battleford
122. Frenchman Butte
123. Fort Walsh
124. Cypress Hills Massacre

Alberta

125. Frog Lake
126. First Oil Well in Western Canada
127. Bar U Ranch
128. Rocky Mountain House
129. Skoki Ski Lodge
130. Cave and Basin
131. Howse Pass
132. Banff Park Museum
133. Abbot Pass Refuge Cabin
134. Sulphur Mountain Cosmic Ray Station
135. Jasper Park Information Centre
136. Athabasca Pass
137. Yellowhead Pass
138. Jasper House

British Columbia

139. Twin Falls Tea House
140. Kicking Horse Pass
141. Kootenae House
142. Rogers Pass
143. Fort Langley
144. Stanley Park
145. Gulf of Georgia Cannery
146. Fisgard Lighthouse
147. Fort Rodd Hill
148. Fort St. James
149. Gitwangak Battle Hill
150. Nan Sdins
151. Chilkoot Trail

Indian Territory

152. S.S. *Klondike*
153. Dredge No. 4
154. Dawson Historical Complex
155. S.S. *Keno*
156. Former Territorial Court House
157. Northwest Mounted Police Married Quarters

March 2007

Linkages Between Strategic Outcome, Program Activities and Government of Canada Outcomes

Strategic Outcome:		
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.		
Expected Result:	**Performance Indicator:**	**Target and Date:**
Same as strategic outcome	The overall state of ecological integrity in national parks	Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013
	The overall state of commemorative integrity of national historic sites administered by Parks Canada	Improve the overall average commemorative integrity rating from 6.0/10 in March 2008 to 6.6/10 in March 2013
	Sustainable use of national marine conservation areas	To be determined*
	Canadians report a personal connection to Parks Canada administered places	Establish a baseline by March 2009 for the percentage of Canadians that report a personal connection to Parks Canada administered places

Program Activity	Planned Spending**					Alignment to Government of Canada Outcomes
	2008-09 ($000s)	2009-10 ($000s)	2010-11 ($000s)	2011-12 ($000s)	2012-13 ($000s)	
1: Heritage Places Establishment	24,897	24,919	24,845	24,401	23,266	Vibrant Canadian Culture and Heritage/ Clean and Healthy Environment/ Strong Economic Growth
2: Heritage Resources Conservation	212,566	217,648	217,178	217,125	213,378	Vibrant Canadian Culture and Heritage/ Clean and Healthy Environment/ Strong Economic Growth
3: Public Appreciation and Understanding	26,482	27,658	27,658	27,658	27,658	Vibrant Canadian Culture and Heritage/ Clean and Healthy Environment
4: Visitor Experience	271,718	276,709	276,709	276,709	276,709	Vibrant Canadian Culture and Heritage/ Clean and Healthy Environment
5: Townsite and Throughway Infrastructure	74,881	68,320	63,320	63,320	63,320	Safe and Secure Communities/ Strong Economic Growth/ Clean and Healthy Environment
Total	**610,544**	**615,255**	**609,711**	**609,214**	**604,332**	

* National marine conservation areas are in their early development stages and their performance framework is still to be developed.

** Due to rounding, figures may not add up to totals shown.

Parks Canada Agency Funding Profile

For the 2008-09 fiscal year, Parks Canada plans to spend $610.5 million to meet the expected results of its program activities and contribute to its strategic outcome.

In 2007, Parks Canada conducted an in-depth review of the funding, relevance and performance of all its programs and spending to ensure results and value for money from programs that are a priority for Canadians. The results of this Strategic Review were submitted to Treasury Board last fall, for subsequent review by Cabinet. The results of this Review will be reflected in future reporting to Parliament.

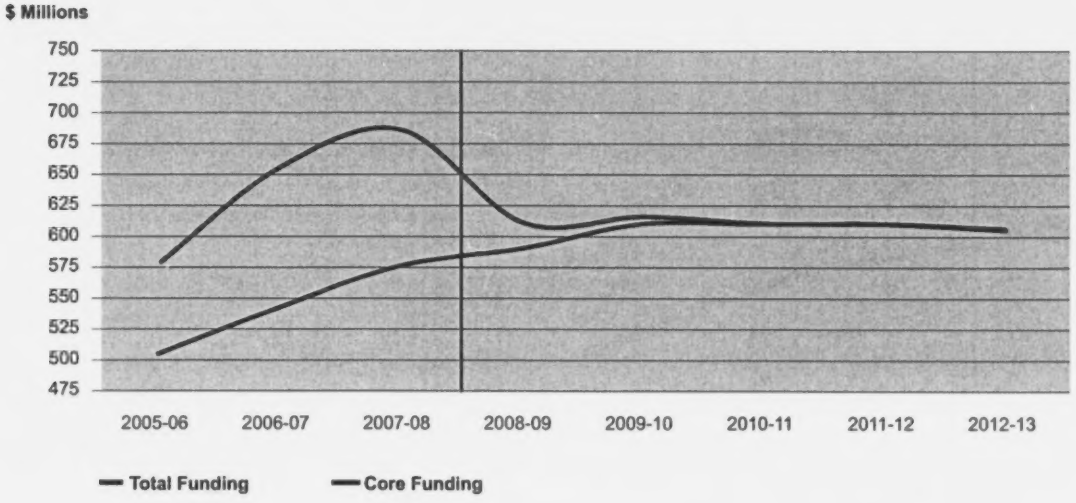
Figure 4 illustrates Parks Canada's funding level trend from 2005-06 to 2012-13. Two trends are represented: the core funding and the total funding.

For the 2005-06 to 2007-08 period, the total funding includes all Parliamentary appropriation and revenue sources: Main Estimates, Supplementary Estimates, Treasury Board Vote 10, 15, and 23 and revenues from user fees and rights and privileges. It also includes carry forward adjustments. For the 2008-09 to 2012-13 period, the total funding corresponds to the planned spending and revenues. Supplementary funding and carry forward adjustments are unknown at this point and are therefore not reflected.

The core funding excludes carry forward adjustments and supplementary funding for specific projects and pilot programs. It illustrates the baseline funding Parks Canada receives from Parliamentary appropriation and revenue sources.

Since 2005-06, Parks Canada's core funding level increased due to new funding received for the improvement of ecological integrity in national

Figure 4: Parks Canada Agency Funding Level Trend 2005-06 to 2012-13



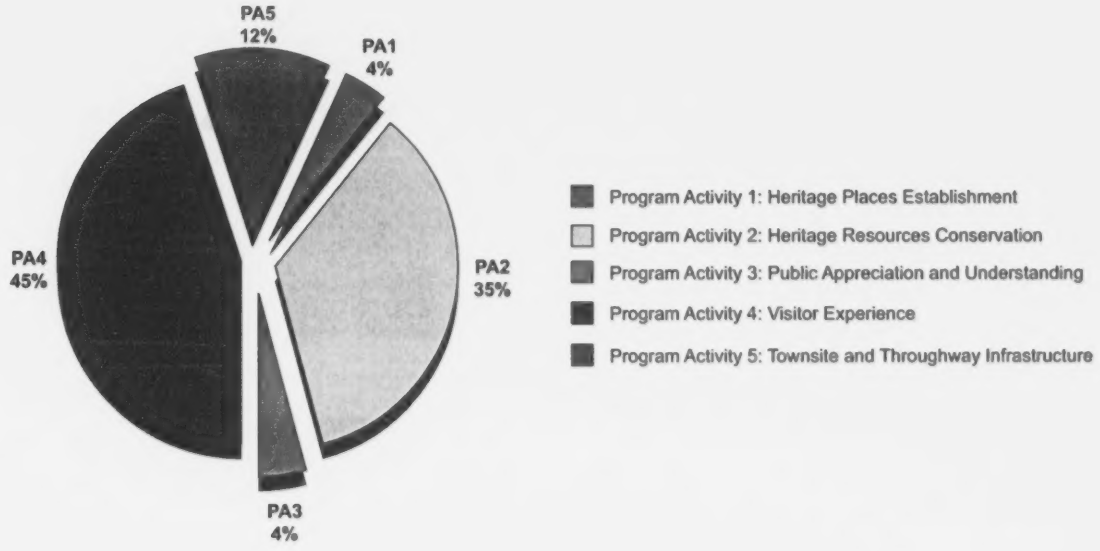
parks; the protection of species at risk; the Historic Places Initiative; and recapitalization.

From 2005-06 to 2007-08, the major increases to Parks Canada's total funding are due to one-time amounts received for two projects: Québec City 400th anniversary celebrations and the twinning of the Trans-Canada Highway through Banff National Park of Canada.

Figure 5 displays the allocation of Parks Canada funding by program activity. Parks Canada funding is primarily allocated to Program Activity 2 and 4 as they relate to the operations of the heritage places administered by Parks Canada, i.e. the conservation of the natural and cultural resources and visitor experience in national parks, national marine conservation areas and national historic sites.

It should be noted that Parks Canada spends $60-$70 million per year on through highways—Program Activity 5—which represents approximately 10% of the Agency's overall budget. Maintaining through highways open to through traffic is a Government of Canada obligation but not an element of the mandate of the Agency.

Figure 5: 2008-09 Allocation of Funding by Program Activity



Parks Canada Agency Priorities

Program Priorities	Type	Description
Establish national parks and national marine conservation areas and designate places, persons and events of national historic significance	Ongoing	In order to achieve the long-term goal of having at least one national park and one national marine conservation area for each of Canada's 39 natural regions and 29 marine regions, Parks Canada will continue to work towards establishing new national parks and national marine conservation areas. Parks Canada will continue to support the Historic Sites and Monuments Board of Canada and the Minister in the designation and commemoration of places, persons and events of national historic significance, notably in under-represented themes.
Conserve existing national parks, national marine conservation areas and national historic sites administered by Parks Canada	Ongoing	Parks Canada will invest in restoration projects aimed at improving the ecological integrity of national parks. Parks Canada will improve the commemorative integrity of national historic sites it administers, notably by investing in its built cultural resources. It will do so using new social science research information to better support visitor experience.
Foster Canadian appreciation and understanding for the heritage places administered by Parks Canada and the engagement of stakeholders and partners	Ongoing	Through its outreach, education and communication activities, Parks Canada will build awareness of its mandate and understanding of the importance of the heritage places it administers. Parks Canada will continue its efforts to engage partners and stakeholders in the protection and presentation of the heritage places it administers.
Provide Canadians with meaningful experiences and quality visitor services to improve their personal connection to the heritage places administered by Parks Canada	Ongoing	Parks Canada will develop visitor experience products and services using new social science research information to ensure visitors expectations and needs are being met. It will continue to deliver quality visitor services, which will be based on new national standards and guidelines.
Management Priorities	**Type**	**Description**
Asset Investments	Ongoing	In 2006-07 dollars, the replacement value of Parks Canada's assets is estimated at $10 billion. Investing in Parks Canada's historic and contemporary facilities is an important priority of the Agency. In addition, $25 million in new revenues from fee increases are being reinvested to maintain and upgrade priority facilities to support visitor use and enjoyment.
Internal Management	Ongoing	The Agency will continue streamlining and integrating its planning and reporting instruments, including management planning, business planning and corporate planning and reporting. Planning and reporting will be aligned with the new Program Activity Architecture, with increased emphasis on performance measurement and data collection. The 2007 Management Accountability Framework (MAF) assessment identified the need for a formal risk management framework for the Agency. Key elements of the framework will be developed by the Agency in 2008-09. Another recommendation from the MAF assessment is to put in place an implementation plan for the new Internal Audit Policy that includes establishment of an audit committee with external membership.
Human Resources Renewal	New	Parks Canada will focus its efforts in increasing the capacity of its organization to learn and adapt to change, notably to changing demographics. This includes increased efforts to ensure that the workforce reflects the diversity of the Canadian population.
Environmental Management	Ongoing	While fulfilling its mandate, Parks Canada will demonstrate environmental leadership and stewardship. Parks Canada targets to reduce greenhouse gas emissions from its own operations by 5.2% from 1998-99 baseline level of 56.3 kilotonnes to a level below 53.4 kilotonnes by 2010-11.

Key Risks, Challenges and Mitigation Strategies

Parks Canada shares with other heritage organizations the challenges of changing demographics: an ageing, increasingly urban and more diverse population. This resulted in a 22% visitation decrease in national historic sites between 2002-03 and 2006-07. Parks Canada's ability to raise awareness of the significance of the heritage places it administers and to develop public understanding of the importance of protecting and presenting them will determine the continuing relevance of its mandate in the future.

In 2003, the Auditor General of Canada reported that two thirds of built cultural resources administered by Parks Canada were in poor to fair condition. Since then, Parks Canada has received funding to improve the condition of its assets and has started investing in priority built cultural resources and in visitor facilities. The level of investment required is such that it is not possible to address all issues in the short term, therefore, issues will be addressed on a priority basis. As it makes investment decisions, Parks Canada will build its social research capacity and work more closely with its many partners to better support visitor experiences and product development and to ensure that visitor facilities are adapted to the new needs of Canadians.

In some places, native biodiversity and habitat are under considerable stress which impact the ecological integrity of national parks. In existing national parks, Parks Canada will invest resources in restoration initiatives, active management and education projects that can make a demonstrable difference.

National park and national marine conservation area establishment is a complex process in which the development of long term and trusting relationships is key. Challenges include competing land use interests in southern Canada and working in the complex northern environment where resources development and Aboriginal land claim settlements are important factors. Parks Canada will continue to work collaboratively with Aboriginal Peoples, provincial and territorial governments, stakeholders and local communities in the establishment of new or expanded national parks, and land use in areas adjoining national parks.

Aboriginal Peoples have long been supporters of Canada's national parks and national historic sites systems. Parks Canada will continue to work closely with Aboriginal groups within the framework of land claim agreements, Court decisions and existing establishment agreements to manage heritage areas. However, building a trusting relationship must go beyond Parks Canada simply meeting the evolving legal obligation to consult. Ultimately, the interest of Aboriginal Peoples, Parks Canada and the public are best served by Aboriginal People's meaningful involvement in all aspects of park management.

The system of national marine conservation areas is relatively new, yet public concern over the condition of Oceans and Great Lakes is high. Building public understanding and support are critical to success in expanding the system.

Section II:

ANALYSIS OF PROGRAM ACTIVITIES

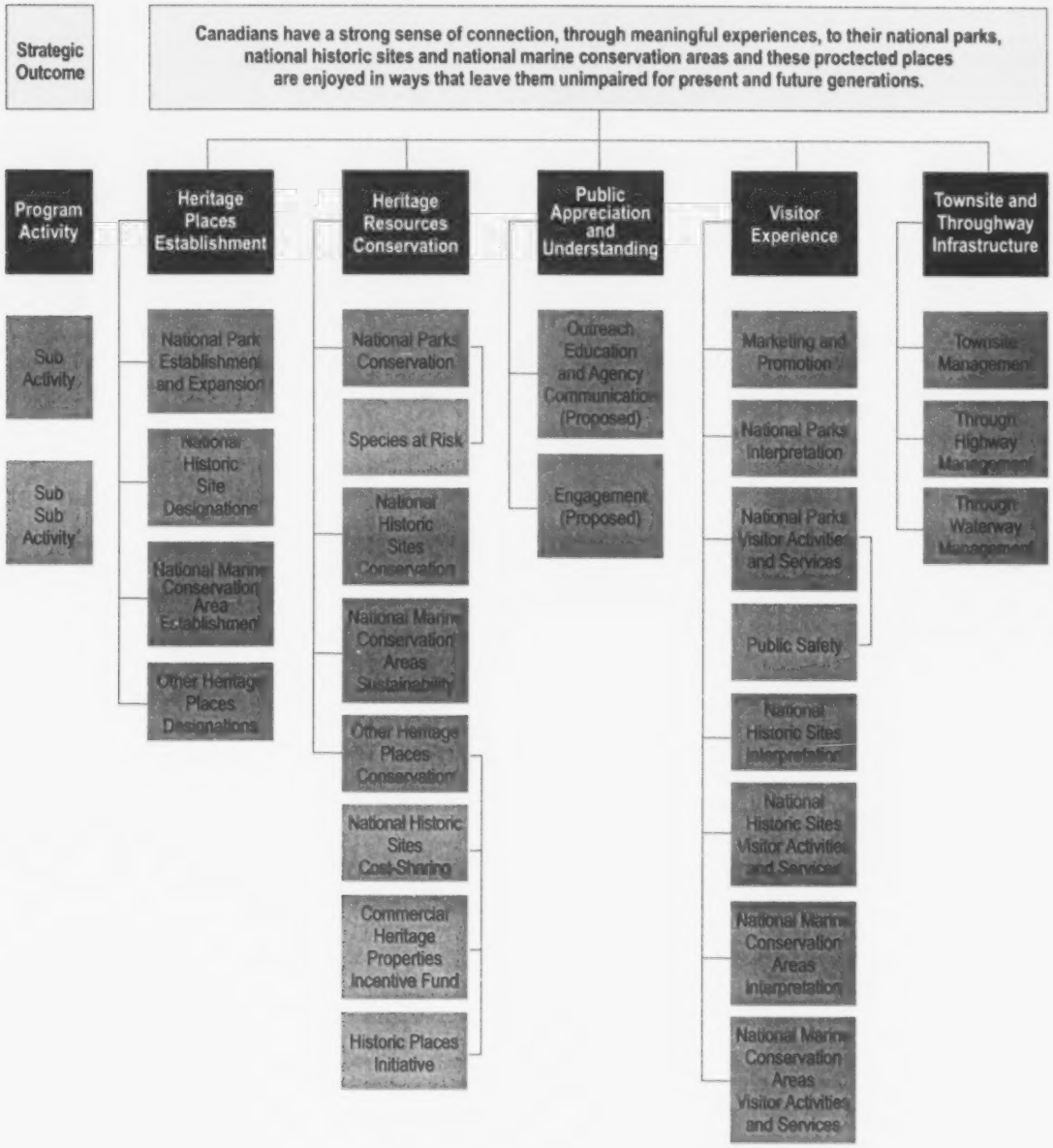
The following section describes Parks Canada program activities and identifies the expected result, performance indicators and targets for each of them. This section also explains how Parks Canada plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program activity.

Additional information on Parks Canada performance measurement framework and methodology can be found on the Agency's website (www.pc.gc.ca).

Strategic Outcome and Program Activity Architecture

Figure 6 presents the new Strategic Outcome and Program Activity Architecture (PAA) as approved by Treasury Board on May 31, 2007, with two proposed additions to Program Activity 3: Public Appreciation and Understanding. The revisions from the previous PAA better reflect the Parks Canada Agency strategic outcome and programs. Two former program activities, Management of Parks Canada and People Management, have been incorporated into Internal Services as per Treasury Board direction, and are not part of the new PAA. In addition, two former program activities, Townsite Management and Throughway Management, have been incorporated into one program activity called Townsite and Throughway Infrastructure to reflect the common program element of infrastructure management.

Figure 6: Parks Canada Strategic Outcome and Program Activity Architecture


Strategic Outcome
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these proctected places are enjoyed in ways that leave them unimpaired for present and future generations.
Program Activity
Sub Activity
Sub Sub Activity
Heritage Places Establishment
National Park Establishment and Expansion
National Historic Site Designations
National Marine Conservation Area Establishment
Other Heritage Places Designations
Heritage Resources Conservation
National Parks Conservation
Species at Risk
National Historic Sites Conservation
National Marine Conservation Areas Sustainability
Other Heritage Places Conservation
National Historic Sites Cost-Sharing
Commercial Heritage Properties Incentive Fund
Historic Places Initiative
Public Appreciation and Understanding
Outreach Education and Agency Communication (Proposed)
Engagement (Proposed)
Visitor Experience
Marketing and Promotion
National Parks Interpretation
National Parks Visitor Activities and Services
Public Safety
National Historic Sites Interpretation
National Historic Sites Visitor Activities and Services
National Marine Conservation Areas Interpretation
National Marine Conservation Areas Visitor Activities and Services
Townsite and Throughway Infrastructure
Townsite Management
Through Highway Management
Through Waterway Management

Program Activity 1:
HERITAGE PLACES ESTABLISHMENT

Program Activity Description:

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining Ministerial approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada are symbols to the world and are part of the fabric of the nation.

Preserving Canada's natural and historic heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and historic heritage.

Heritage Places Establishment Program Activity Planned Spending ($ thousands) and Full Time Equivalents (FTE) Planned Spending									
2008-09		2009-10		2010-11		2011-12		2012-13	
FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)
131	24,897	131	24,919	131	24,845	131	24,401	128	23,266

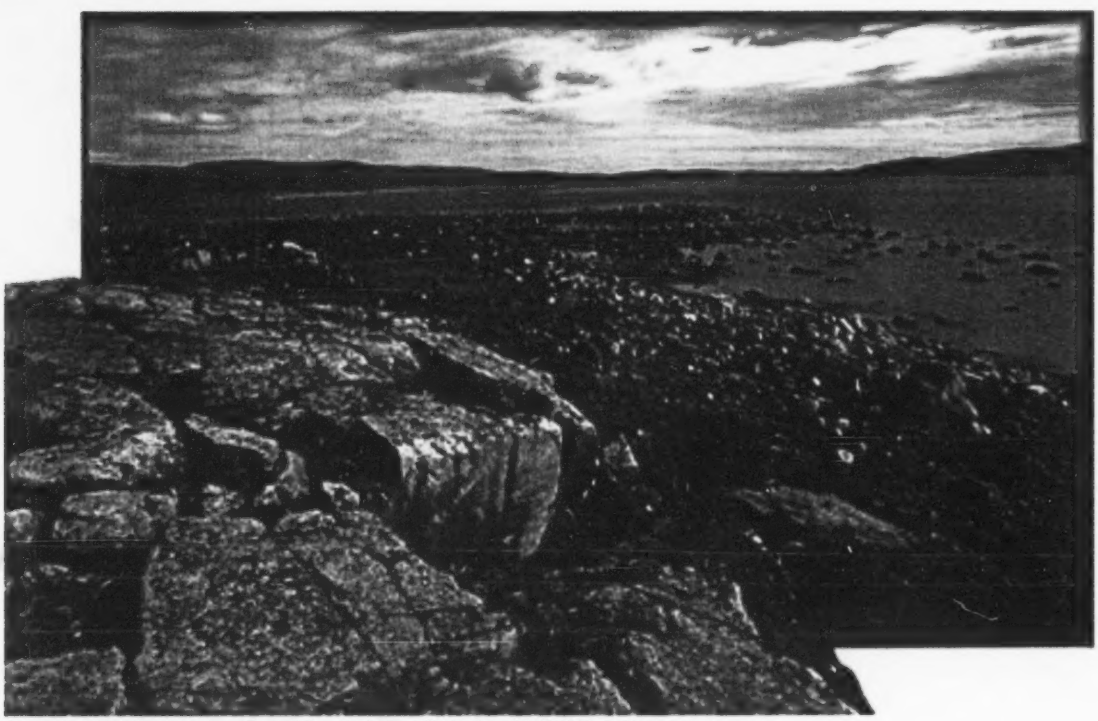
Expected Result:	Performance Indicator:	Target and Date:
Represented regions in the systems of national parks and national marine conservation areas; the system of national historic sites represents the breadth and diversity of Canada's history	Level of representation of terrestrial natural regions	Increase the number of represented terrestrial natural regions from 25 in March 2003 to 30 of 39 by March 2010
	Level of representation of Canada's history	33% of yearly recommended designations are for under-represented themes in Canada's history
	Level of representation of marine regions	Increase the number of represented marine regions from two in March 2003 to four of 29 by March 2010

For further information visit our website www.pc.gc.ca

Planning Highlights:

In order to achieve the expected result, Parks Canada plans to undertake the following activities:

- As of March 31, 2007, 28 of Canada's 39 natural regions are represented by one or more national parks. Work on proposed national parks will continue at the stage of feasibility study or negotiation in five unrepresented regions and also on two park expansions—Nahanni National Park and the Nunavut sector of Tuktut Nogait National Park.
- By 2010, Parks Canada plans to recommend to Parliament the formal legislated establishment of the Gulf Islands National Park Reserve and Ukkusiksalik National Park, as well as an addition to Tuktut Nogait National Park within the Sahtu settlement region.
- Parks Canada will continue to support the Historic Sites and Monuments Board of Canada and the Minister in the designation and commemoration of places, persons and events of national historic significance, mainly through its historical research services. The Agency will continue its efforts to ensure that 33% of recommended designations are made in under represented themes.
- Including the recently established Lake Superior National Marine Conservation Area, three of Canada's 29 marine regions are represented. Work will continue on at least five national marine conservation areas proposals, which are at various stages of announcement, feasibility study or negotiation.
- The Agency will continue to evaluate federally owned buildings and make recommendations to the Minister for the designation of those buildings that are determined to be of heritage value.



Ford Lake. Ukkusiksalik National Park of Canada (NU). © Parks Canada, PHOTO: L. Narraway

Program Activity 2:
HERITAGE RESOURCES CONSERVATION

Program Activity Description:

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and, the sustainable use of national marine conservation areas including protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage places.

Heritage Resources Conservation Program Activity Planned Spending ($ thousands) and Full Time Equivalents (FTE)									
Planned Spending									
2008-09		2009-10		2010-11		2011-12		2012-13	
FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)
1,424	212,566	1,424	217,648	1,424	217,178	1,424	217,125	1,424	213,378

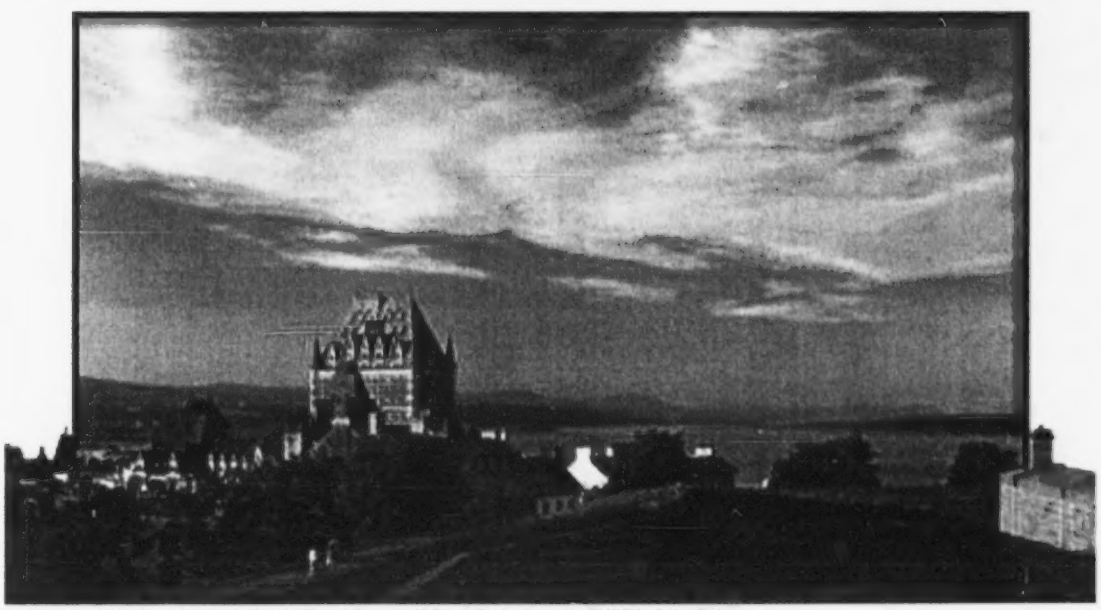
Expected Result:	Performance Indicator:	Target and Date:
Management actions result in improvements to ecological integrity indicators in national parks and the state of cultural resources in national historic sites is improved	State of ecological integrity indicators in national parks	90% of national parks have at least one improved ecological integrity indicator from March 2008 to March, 2013
	Condition of cultural resources and management practices elements of commemorative integrity in national historic sites	70% of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved within five years

For further information visit our website www.pc.gc.ca

Planning Highlights:

In order to achieve the expected result, Parks Canada plans to undertake the following activities:

- Through active management or restoration initiatives, the Agency will work towards addressing the conservation issues in Canada's national parks. Priority ecological issues will be identified in Management Plans and the ecological integrity condition and trends will be reported in State of Park Reports. Active management projects will be initiated to improve aspects of ecological integrity.
- Parks Canada will lead the development of national recovery strategies for species at risk that are found primarily on lands and waters it administers. Parks Canada will also participate, along with the lead department (Environment Canada or Fisheries and Oceans Canada) in the development of recovery strategies for other species at risk that occur regularly but not primarily on Parks Canada's lands and waters.
- Parks Canada will continue to work towards maintaining and improving the commemorative integrity of the national historic sites it administers, notably by investing in its built cultural resources and by maintaining its historic objects collection in good or fair condition. Investments in built cultural resources will be made using social science research information and visitor information trends to better support visitor experience.
- Parks Canada will also continue to work towards improving the condition of cultural resources located in national parks and of priority heritage buildings in townsites.
- Strategic development of the NMCA program will include applying a national zoning framework that fosters achieving the ecologically sustainable use of conservation zones within NMCAs and developing a national monitoring program to measure the state of ecological sustainability in the operating sites.
- The Agency will continue to support the protection of cultural resources not administered by Parks Canada through a national cost-sharing program and through the Historic Places Initiative.



Fortifications of Québec National Historic Site of Canada (QC), © Parks Canada, PHOTO: E. Le Bel

Program Activity 3:
PUBLIC APPRECIATION AND UNDERSTANDING

Program Activity Description:

This program aims to reach Canadians, particularly youth and urban audiences, at home, at leisure, at school and in their communities through effective and relevant learning opportunities designed to increase understanding, appreciation, support and engagement towards natural and historic heritage. To accomplish this, Parks Canada is collaborating with audiences and strategic partners within formal, informal and non-formal learning contexts. Using a diversity of carefully targeted outreach education approaches, such as the Parks Canada Web site, broadcasting and new media, integration into urban venues and introduction of content into school curricula, the Agency helps build a connection to place essential to achieving its mandate. Parks Canada also intends to broaden its base of support by involving its many stakeholders, and encouraging shared leadership in the development and implementation of the Agency's future direction.

Public Appreciation and Understanding Program Activity Planned Spending ($ thousands) and Full Time Equivalents (FTE)									
Planned Spending									
2008-09		2009-10		2010-11		2011-12		2012-13	
FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)
257	26,482	257	27,658	257	27,658	257	27,658	257	27,658

Expected Result:	Performance Indicator:	Target and Date:
Canadians appreciate the significance of heritage places administered by Parks Canada and understand the importance of protecting and presenting them	Canadians appreciate the significance of heritage places administered by Parks Canada	Establish a baseline by March 2009 for the percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada
	Canadians understand the importance of protecting and presenting heritage places administered by Parks Canada	Establish a baseline by March 2009 for the percentage of Canadians that understand the importance of protecting and presenting heritage places administered by Parks Canada

For further information visit our website www.pc.gc.ca

Planning Highlights:

In order to achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will continue to raise awareness of its mandate, notably through the launch of a national advertising campaign aimed at raising awareness of Canada's national parks.
- Parks Canada will continue to build understanding of the importance of protecting and presenting the heritage places it administers by working with museums, science centres, NGOs and community groups to integrate natural and historic heritage conservation messages into their exhibits, programs and events to reach Canadians in urban settings. Parks Canada's in Schools initiative will continue to focus on collaboration with the formal education community to influence curriculum content and teaching resource development.
- Parks Canada will invest in new and emerging social communications technologies that have potential to engage outreach audiences, notably in internet technologies.
- Parks Canada will continue to engage stakeholders and partners in the protection and presentation of the heritage places it administers. As such, it will establish a formalized Aboriginal advisory relationship for each national park within five years.

Aboriginal Interpretation Program, Pukaskwa National Park of Canada (ON), © Parks Canada, PHOTO: W. Waterton

Program Activity 4:
VISITOR EXPERIENCE

Program Activity Description:

This program supports the more than 22 million person visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of a visitor's personal interaction with heritage sites and/or people, an interaction that awakens their senses, affects their emotions, stimulates their mind and leaves them with a sense of attachment to these special places. Activities include the provision of high quality pre- and on-site trip planning information, reception and orientation, interpretation, campgrounds, infrastructure, hiking trails, opportunities for recreational activities, visitor safety and the ongoing post-visit relationship. The meaningful experiences fostered by these activities lead to a sense of relevance and connection to Canada's system of special heritage places.

Visitor Experience Program Activity Planned Spending ($ thousands) and Full Time Equivalents (FTE)									
Planned Spending									
2008-09		2009-10		2010-11		2011-12		2012-13	
FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)
2,045	271,718	2,045	276,709	2,045	276,709	2,045	276,709	2,045	276,709

Expected Result:	Performance Indicator:	Target and Date:
Visitors at surveyed locations feel a sense of personal connection to the places visited	Visitors at surveyed locations consider the place is meaningful to them	Establish a baseline by March 2009 for the percentage of visitors at surveyed locations that consider the place is meaningful to them
	Visitors at surveyed locations are satisfied with their visit	85% of visitors at surveyed locations are satisfied, and 50% are very satisfied, with their visit

For further information visit our website www.pc.gc.ca

Planning Highlights:

In order to achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will renew its Website trip planning section to facilitate visitor experience.
- Parks Canada will develop visitor experience products and services using new social science research information to respond to visitors expectations and needs. As such, programs will be modified to further encourage visitors to take part in learning activities. This will allow Parks Canada to continue to deliver quality, professional and authentic learning experiences through personal interpretation programming.
- Parks Canada will develop and apply national service standards and guidelines for services offered to Canadians.
- To protect the commemorative integrity of national historic sites and facilitate visitor experience, there will be an emphasis to improve the communication of the reasons for the commemoration of national historic sites, particularly for sites where this is a concern.

Visitor Interpretation at Narvaez Bay, Saturna Island,Gulf Islands National Park Reserve of Canada (BC). © Parks Canada, PHOTO: J. McCulloch

Program Activity 5:
TOWNSITE AND THROUGHWAY INFRASTRUCTURE

Program Activity Description:

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. These are Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton, in Waterton Lakes National Park of Canada, Alberta. Two other townsites, Banff and Jasper, are self-governed since 1990 and 2002, respectively. Parks Canada retains authority for community plans and by-laws in Banff, and for community plans, land-use planning and development in Jasper. This program also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites.

Townsite and Throughway Infrastructure Program Activity Planned Spending ($ thousands) and Full Time Equivalents (FTE)									
Planned Spending									
2008-09		2009-10		2010-11		2011-12		2012-13	
FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)	FTE	($000s)
390	74,881	390	68,320	390	63,320	390	63,320	390	63,320

Expected Result:	Performance Indicator:	Target and Date:
Condition of contemporary infrastructure for townsites and waterways is maintained or improved and through highways are open to traffic	Condition of townsite and waterway contemporary assets and through highways accessibility due to asset condition	The condition of 75% of townsite and waterway contemporary assets is maintained, and the condition of 25% of assets rated as poor or fair is improved by March 2013 and no closure of through highways due to asset condition

For further information visit our website www.pc.gc.ca

Planning Highlights:

In order to achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada plans to manage townsites efficiently while ensuring the cost-recovery of municipal services (water, waste-water treatment and solid waste collection).
- Parks Canada will demonstrate leadership in environmental stewardship by minimizing environmental impacts of operations such as meeting townsite targets for limits to growth, sewage effluent quality and management of contaminated sites.
- Parks Canada will maintain the condition of through highways so that they remain open to through traffic and that none of them is closed due to asset condition.
- Water levels of canals will be managed to meet legal and/or operational obligations.

Davis Lockstation, Rideau Canal National Historic Site of Canada (ON), © Parks Canada, PHOTO: A. Guindon

LINKS TO ADDITIONAL INFORMATION

The following information can be found on the Treasury Board Secretariat's website at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

- Details on Transfer Payment Programs
- Planned Audits and Evaluations for 2008-2009
- Planned User Fee Activities for New or Amended Fees
- Services Received Without Charge
- Sources of Respendable Revenue
- Summary of Capital Spending by Program Activity
- Sustainable Development Strategy

The following information can be found in the Library section of the Parks Canada website at http://www.pc.gc.ca.

- Details on Project Spending
- New Parks and Historic Sites Account – Source and Use of Funds

For further information visit our website www.pc.gc.ca